

Indianapolis Case Study

Effective Local Partnership with Federal Government



Takeaways

- Civic capacity is the most critical element in local-federal partnership.
 - Real estate development.
 - Project management.
 - Grantwriting.
- Concurrent civic humility and pride are necessary for any turnaround.
 - Capacity sharing.
 - Benefit sharing.
 - Rising tide.

Agenda

- IndyEast primer, approach, lessons learned
- Brainstorm exercise:
 - Vacant and abandoned 30,000 sq. ft. industrial space.
 - What should we do with it?
 - What federal agencies and programs can play a role?
 - Five examples from the IndyEast Promise Zone.
- Takeaways and questions.

IndyEast Primer

- Population: 30,000 situated in a city of 800,000
- Population decline: 20,000
- Industrial job loss: 88%
- Unemployment: 25%
- Poverty: 47%

IndyEast Approach

- IndyEast strategy was to focus on housing.
- Vacancy was 35 percent – essential component of housing strategy.
- NSP was available – essential component of housing strategy.
- CDCs had long history of residential work.
- Leveraging the federal Neighborhood Stabilization Program and \$4 million construction line of credit the neighborhood was able to renovate or construct almost 100 homes in a concentrated neighborhood, stimulating new private investment.

Lessons Learned

- Work with what's available: NSP and vacant houses.
- New residents generated expectations for local government to improve infrastructure and consumer demand, fueling retail and restaurant development.
- Massive vacancy increased density without displacement, mitigating concern over gentrification. Many units held for low-income benefit into perpetuity.
- Housing development built civic capacity among CDCs, enabling them to expand into multifamily development and commercial/retail development.

Economic Activity: Just one of five focus areas

- Housing
- Education
- Crime prevention
- Workforce development

Brainstorm exercise

- Vacant and abandoned 30,000 sq. ft. industrial space.
- What should we do with it?
- What federal agencies and programs can play a role?

Brainstorm ideas

Uses

- .

Programs

- .

Five examples from IndyEast Promise Zone

1. Hydroponic farming

- HUD CDBG start-up loan
- HHS Office of Community Services grant
- USDA Local Food Promotion program

2. Light industry, makerspace, and art studios

- HUD CDBG grant
- Local Initiatives Support Corporation (LISC) loan secured by CDBG
- HHS Office of Community Services grant

3. Food and beverage

- HHS grant backed loan fund
- SBA loan programs

4. Polytechnic high school and incubator

- HUD CDBG grant
- Seeking funding via EDA and HUD CDBG
- Substantial private fundraising

5. Public sector use

- EDA Power 2016 planning grant
- EPA area-wide planning grant
- HUD CDBG for clearance
- EPA revolving loan fund for clearance

Common elements

- Mixed financing. Private, public, and often *philanthropic*.
- Capable local partner.
- No repeat partner, but combinations.
 - Capacity sharing, benefit sharing.
 - Turf wars kill progress.
- Early neighborhood buy-in.
- Federal support: financial and on-the-ground visits.
 - HUD, EDA, EPA, SBA, DOT

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